

## **FRESNO REGIONAL JOBS INITIATIVE**

4/1/03

### **PREMISE:**

The Central Valley of California has long suffered from double digit unemployment and lack of industrial and economic diversity. In order to meaningfully address these historic and chronic anomalies, the region must seek a multifaceted and systemic change in its approach to economic development and jobs creation. The effort must be approached regionally because the issues are regional in nature and because funding from State and Federal agencies is heavily dependent on the region speaking with one voice.

Following is a framework for developing a short and long-term actionable community-wide strategy aimed at creating **25,000 to 30,000 net new regional jobs within 5 years** and generating long-term, sustainable economic development.

### **SPHERE OF CONSIDERATION:**

In order to gain the maximum early impact, the initial focus of the Fresno RJI will be on the Fresno Metropolitan Area (Fresno/Clovis proper), plus those elements of Fresno County that are synergistic with such focus. Neighboring communities (e.g., Madera) will be invited to observe the process and, if they wish to do so, be incorporated in the strategy at a later date.

### **TIMETABLE:**

A preliminary strategy is to be presented and discussed at a Jobs Summit to be held in mid-September, 2003. Input from the Jobs Summit will be incorporated in the final strategic plan, to be completed by September 30, 2003.

### **CONCEPTUAL APPROACH:**

The conceptual premise is that a set of industry, service, or occupational "clusters," or "Economic Opportunity Areas" (EOAs) will be identified based on certain selection criteria, and in which Fresno has or can develop a competitive advantage. Selection criteria will include such issues as quality and quantity of jobs expected, jobs multiplier, resource required, time lines, etc. Criteria for determining competitive advantage will include local natural resources, geographic proximity to markets, labor costs, benefits available through Fresno's Empowerment and Enterprise Zones, export potential and others to be determined by the Economic Development Task Force. Consideration will be given to the demographics of Fresno's workforce. These EOAs will include industry and service sectors already operating in Fresno as well as potential new sectors. The focus will be on creating an attractive environment for retention (and expansion) of existing businesses as well as for innovation and attraction of new businesses. Economic development and workforce development will be focused principally on the selected EOAs, which will be selected only if a "**Champion**" has been identified, who is willing to chair the resultant organization.

A working list of example EOAs follows:

- Agri-business/tech (including value-added food processing)
- Water Technology
- Medical, Health Care and related Services
- Aeronautical and Airport-Related Services and Manufacturing
- Electronics Repair/Recycling Depots
- Advanced Logistics/Distribution
- Business Services (e.g. insurance claims handling; data centers; etc.)
- Environmental Technology (e.g., renewable energy, clean air technology, etc.)
- Tourism
- Agile Manufacturing
- Government services and supplies
- Security Technology
- Outsourced Manufacturing Processes (e.g., assembly, fabrication, packaging, etc.)

### **ORGANIZATIONAL APPROACH:**

Convene a diverse stewardship-based group of community and opinion leaders to: 1) oversee the development of the strategy (**the steering committee**); 2) develop community consensus (**the leadership group**); and, 3) create teams of substantive experts to develop strategies and tactics for implementation of the components of an overall plan necessary to achieve both the short and long term economic development goals of the community (**the task forces**). Within the confines of efficiency and productivity, significant consensus will be sought relative to the process, planning, and implementation phases. **All members of the initiative will agree to conduct themselves in accordance with the attached community values.**

### **OBJECTIVES:**

To provide tangible results, sustainability, and regional vitality the initiative should:

- Provide regional solutions within the sphere of consideration;
- Take into account the characteristics of Fresno's chronic unemployed population;
- Focus on "clusters" or "Economic Opportunity Areas" in which Fresno has an existing or potential competitive advantage;
- Encompass both short and long term development strategies;
- Develop strategies for a full range of jobs;
- Connect education and training approaches to the workforce skills required by the identified clusters or EOAs;
- Address human services to the need to develop and maintain an effective and efficient workforce.
- Include planning for infrastructure improvements for physical infrastructure (e.g., scaled and synergistic realty development, land use, transportation, etc.), as well as information technology improvements, in support of the identified opportunities;
- Plan for livability improvements (air quality, amenities, culture, etc.);

- Develop bipartisan legislative and Congressional agendas and solutions, including partnering with others outside the region where synergistic; and
- Be inclusive.

### **LEADERSHIP GROUP:**

Purpose: Evaluate Steering Committee and Task Force findings and recommendations, build consensus, and provide implementation support.

*(Member attributes: consensus builders; team players; opinion leaders; personal commitment)*

Co-Chairs: Supervisor Juan Arambula, Mayor Alan Autry

Members: Steering Committee members plus At-Large nominations

### **STEERING COMMITTEE:**

Purpose: Develop initiative framework, process, and baseline priorities

*(Member attributes: leadership; high energy; high passion; bias for action; personal commitment)*

Co-Chairs: Pete Weber, Ken Newby

Members: Task Force Chairs plus At-Large nominations

### **TASK FORCES:**

Purpose: To develop specific strategies, tactics, and costing within areas of expertise.

*(Member attributes: Subject matter expertise, teamwork, stewardship, and personal commitment)*

#### **Economic Development Task Force** (Co-Chairs: Doug Henton, Ken Newby)

Purpose: To identify a set of industry and service “clusters” or “Economic Opportunity Areas” that are relevant to Fresno’s unique needs, selection criteria, and competitive advantages and a plan to incubate, attract (including a marketing plan) and retain businesses relevant to those clusters. The work of this task force -- in particular, the identification of “clusters” or “Economic Opportunity Areas” --will provide guidance to all other task forces.

#### **Physical Infrastructure Task Force** (Chair: Nick Yovino)

Purpose: To identify all physical infrastructure requirements needed to provide superior quality services to the opportunities identified by the Economic Development Task Force; and to develop plans for implementing the required infrastructure (including estimated cost), consistent with sound land use practices.

#### **Information Technology Task Force** (Chair: Jim Michael)

Purpose: To identify all technology infrastructure requirements needed to provide superior quality services to the opportunities identified by the Economic Development Task Force; and to develop a plan for implementing the required technology infrastructure (including estimated cost).

**Workforce Development Task Force** (Chair: Ken Wiseman)

Purpose: To design a comprehensive training and education plan to develop workforce skills relevant to the identified opportunities. This will encompass the full range of workforce skills requirements for entry-level jobs as well as high-level jobs, and will take into consideration the characteristics of Fresno's chronically unemployed population. All academies will include upgrading of reading, writing and math skills to at least the 8<sup>th</sup> grade level.

**Job Readiness Task Force** (Chair: Juan Arambula)

Purpose: To identify the human services required to ensure that workers undergoing training and initial job placement have the requisite living conditions and develop personal attributes that permit them to be effective trainees and employees; and to design a plan to deliver those services.

**Livability Task Force** (Chair: Dan Doyle)

To identify all quality of life factors that currently create disincentives (or incentives) for employers to locate in the Greater Fresno Region and to develop a plan to discuss, or participate in mitigating, those factors

**Customer Service Task Force** (Chair: Pete Weber)

Purpose: To develop a plan that is responsive to the maxim that "Companies go where they are wanted and they stay where they are appreciated".

**Communications Task Force** (Chair: Ashley Swearingen)

Purpose: (a) To develop a communications plan on the Fresno RJI for the Fresno Region; (b) to develop an approach for communicating the plan to national audiences, aimed at beneficially changing the image of Fresno; and (c) to develop a plan to market the greater Fresno area to prospective employers based on the plan produced by the RJI.

**Innovation Task Force** (Chair: Tim Stearns)

Purpose: to inject a culture of innovation into all aspects of the initiative. A member of the Innovation Task Force will attend meetings of all other Task Forces with the objective of continuously encouraging innovative thinking. The Task Force will periodically meet as a group; collect its thinking, and make innovation recommendations to the steering committee.

**Finance Task Force** (Chair: Joe Penbera)

Purpose: To develop a comprehensive investment plan to implement the strategies, working with the other task forces to define financial resource requirements, and evaluating all potential sources of funding.

**Government Affairs Task Force** (Chair: Rick Lehman)

Purpose: To design a lobbying strategy to gain financial and regulatory support for implementation of the strategies from the State of California and the Federal Government.

### ***FRESNO REGION COMMUNITY VALUES***

***Stewardship*** – We will lead and follow as stewards of our region, caring responsibly for our community assets. We will work together to achieve the greatest, long-term benefit for the community as a whole.

***Boundary Crossing and Collaboration*** – We are willing to cross political, social ethnic and economic boundaries and partner with others to achieve community outcomes. We will lead “beyond the walls” to create an inclusive, cohesive community through partnership and collaboration.

***Commitment to Outcomes*** – We are willing to take responsibility for tasks and achieving specified outcomes. We are committed to staying involved until the tasks are completed.

***“Art of the Possible” Thinking*** – We believe that anything is possible in the Fresno Region. We will envision “success without limitations” and then backward map a specific, attainable strategy for achieving that vision.

***Fact-Based Decision Making*** – To the greatest extent possible, we will base decisions and action plans on objective data, thereby avoiding distortion of issues by personal feelings or agendas.

***Truth Telling*** – We value the empowerment of everyone involved, along with all community stakeholders, to honestly and forthrightly share all knowledge, experiences and insights relative to the work at hand. We take responsibility for ensuring our “truth” is current, not historical. We all share the responsibility for maintaining the truth telling standard.

***Power Parity*** – We respect all persons and recognize that there are diverse viewpoints. Positional power will not determine a strategy or preferred outcome, merit will. Viewpoints from diverse constituencies will be proactively sought to ensure the best possible outcomes for the community.

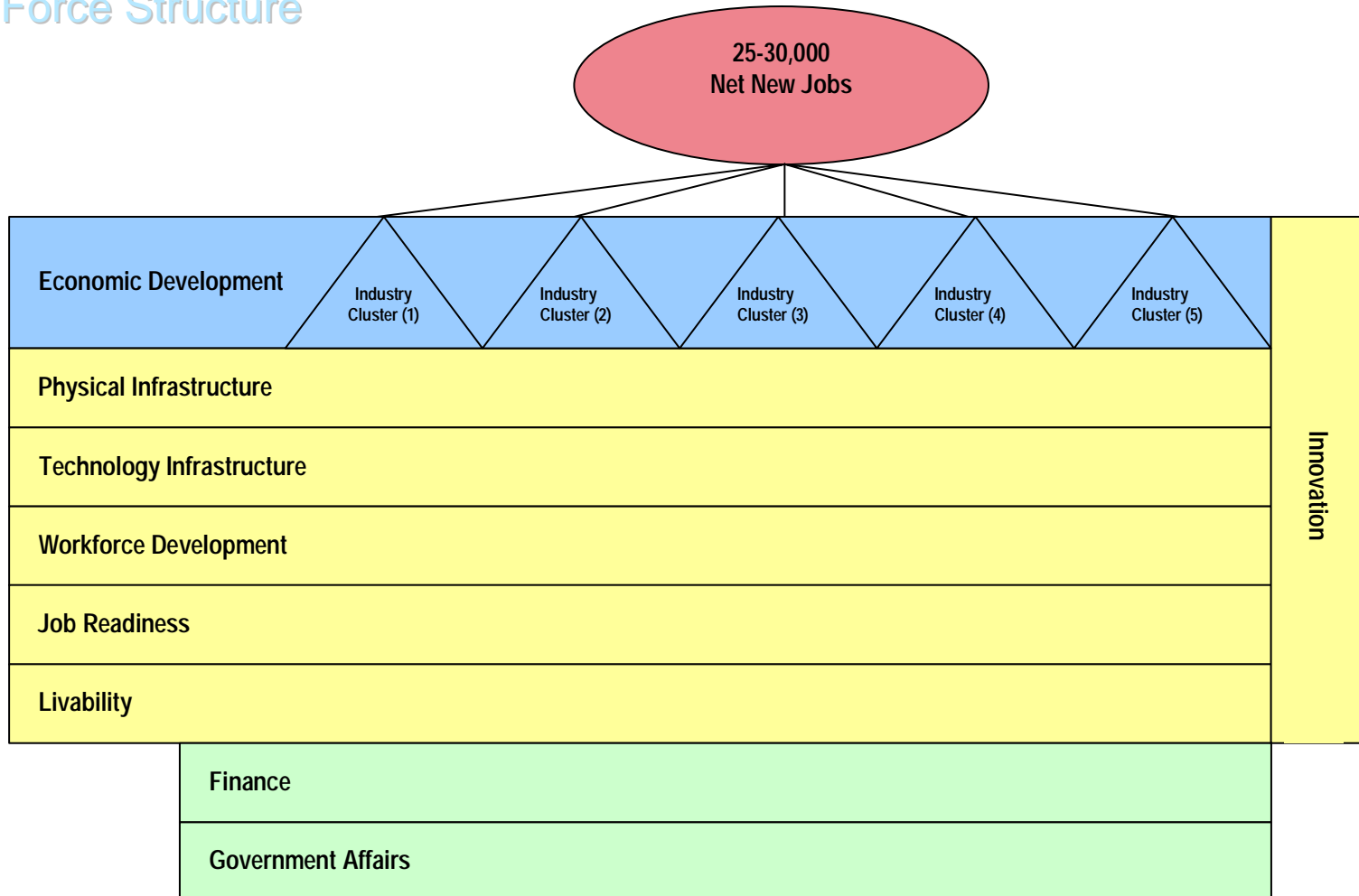
***Commitment to Resolving Conflict*** – Conflict is inevitable and is sometimes required in order to achieve the best outcomes possible. Healthy conflict involves valuing every individual regardless of his or her stance on a specific issue and an unwavering commitment to working through the conflict in a positive manner despite its severity.

***Asset-Based Approach*** – We are focused on using a strengths-based, asset-oriented approach to people and issues. We believe that positive change occurs when we appreciate, value and invest in what is best in our people and community.

***Conflict of Interest*** - We agree to disclose any personal or professional conflict of interest that may affect our objectivity before engaging in work that will impact the community. We seek to avoid even the appearance of impropriety.

# Fresno Regional Jobs Initiative

## Task Force Structure



# Fresno Regional Jobs Initiative Schedule

	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>
Launch Meeting	6-Mar						
Cluster Identification	XXXXXXXXXX	XXXXXXXXXX	XXXX				
Cluster Development			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXX	
Physical Infrastructure	XXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXX	
Technology Infrastructure	XXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXX	
Workforce Development		XXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXX	
Job Readiness			XXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXX	
Livability	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXX	
Finance			XXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
Government Affairs				XXXX	XXXXXXXXXX	XXXXXXXXXX	
Plan Consolidation						XXXX	XXXX
Steering Committee Meetings	19-Mar	16-Apr	14-May	18-Jun	16-Jul	20-Aug	
Leadership Group Meetings		17-Apr		19-Jun		21-Aug	
Jobs Summit							12-13-Sep
Plan Complete							30-Sep



